Easily and economically add competencies to talent management applications with an integrated set of tools from Workitect.

**Licenses for Organization-Wide Use**

Improve the selection, development, and retention of talent
With these customizable and tested tools

- Competency Dictionary
- Competency Interview Guides
- Competency Development Guides

Workitect’s practical, user-friendly, and affordable tools are being used by these organizations

Also Available

eDeveloper™ | 360° Feedback | Certification Workshop
A. Competency Dictionary

- Comprehensive, but simplified – in language that every employee can understand.
- Created over thirty years of practical application and validation.
- Provided in a format that can easily be modified to better fit your organization. You have complete flexibility to use in any application: performance management, succession planning, 360° instruments, and other HR applications. Can be integrated into any HRIS system.

Use the dictionary to build a competency model now!
Follow the process described in an instructional program drawn from our Building Competency Models certification workshop. Details >>

The Competencies

Thirty-five competencies with definitions and behaviors, described in levels by job role (professional/specialist > supervisor/manager > director/executive) and levels of proficiency (basic > proficient > advanced).

<table>
<thead>
<tr>
<th>COMPETENCIES DEALING WITH</th>
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<tr>
<td>People</td>
<td>Business</td>
<td>Self Management</td>
</tr>
<tr>
<td>Leading Others</td>
<td>Preventing and Solving Problems</td>
<td>ACHIEVING RESULTS</td>
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<td>1 Establishing Focus</td>
<td>16 Diagnostic Information Gathering</td>
<td>22 Initiative</td>
</tr>
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<td>2 Providing Motivational Support</td>
<td>17 Analytical Thinking</td>
<td>23 Entrepreneurial Orientation</td>
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<td>3 Fostering Teamwork</td>
<td>18 Forward Thinking</td>
<td>24 Fostering Innovation</td>
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<td>4 Empowering Others</td>
<td>19 Conceptual Thinking</td>
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<td>5 Managing Change</td>
<td>20 Strategic Thinking</td>
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<td>6 Developing Others</td>
<td>21 Technical Expertise</td>
<td>27 Thoroughness</td>
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<td>7 Managing Performance</td>
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<td>28 Decisiveness</td>
</tr>
<tr>
<td>8 Fostering Diversity</td>
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<td>29 Business Acumen</td>
</tr>
</tbody>
</table>

FOR MORE INFORMATION OR TO PURCHASE

Call 800-870-9490
Email: info@workitect.com
Complete Contact Form

Licensees include the organizations listed on the Competency Dictionary web page.
Developing Others

**Definition:** Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

**Behaviors**

a. Provides helpful, behaviorally specific feedback to others
b. Shares information, advice and suggestions to help others to be more successful; provides effective coaching
c. Gives people assignments that will help develop their abilities
d. Regularly meets with employees to review their development progress
e. Recognizes and reinforces people’s developmental efforts and improvements
f. Expresses confidence in others’ ability to be successful

<table>
<thead>
<tr>
<th>Basic</th>
<th>Skilled</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Occasionally provides general feedback and advice to others</td>
<td>• Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted</td>
<td>• Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem</td>
</tr>
<tr>
<td>• Recognizes the general strengths and areas to develop in others</td>
<td>• Shares information, advice, and suggestions to help others grow</td>
<td>• Proactive at sharing specific information, advice, and suggestions to ensure others grow</td>
</tr>
<tr>
<td>• Recognizes the importance of developing others</td>
<td>• Helps others understand their specific strengths and areas to develop; coaches them to grow and develop</td>
<td>• Provides effective coaching by sharing insight and knowledge to help others develop</td>
</tr>
<tr>
<td></td>
<td>• Recognizes and reinforces the development efforts of others</td>
<td>• Regularly recognizes and reinforces the developmental efforts others and their improvements</td>
</tr>
<tr>
<td></td>
<td>• Expresses confidence in others’ ability to be successful</td>
<td>• Frequently expresses confidence in others’ ability to be successful</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional/ Specialist</th>
<th>Supervisor/ Manager</th>
<th>Director/ Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides general feedback and advice to others</td>
<td>• Provides feedback sessions with others to provide helpful and behaviorally specific feedback</td>
<td>• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful</td>
</tr>
<tr>
<td>• Recognizes the general strengths and areas to develop in others</td>
<td>• Shares specific information, advice, and suggestions to be successful; provides coaching</td>
<td>• Effectively coaches others with specific information, advice, and suggestions to be successful</td>
</tr>
<tr>
<td>• Recognizes the importance of developing others</td>
<td>• Delegates to allow others to learn and grow</td>
<td>• Delegates assignments to others that will specifically help them develop their abilities</td>
</tr>
<tr>
<td></td>
<td>• Wants others to be successful</td>
<td>• Regularly reviews development progress and recognizes and reinforces efforts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Expresses confidence in others’ ability to be successful</td>
</tr>
</tbody>
</table>

Dictionary (without levels) available in Spanish, French, German, and Italian.
Customizable

Assessment & Selection Tools

B. Competency Interview Guides
To Conduct and Analyze Structured Behavioral-Event Interviews

Competency Interview Guides provide an easy-to-follow format for structured, behavioral-based interviews. Each Guide, with specific questions related to the competency, makes it easy for the hiring manager or interviewer to collect behavioral examples about a candidate’s relevant work experiences and accomplishments.

The Guides provide:
- Specific questions and probes for each competency,
- Specific, high-quality behavioral data describing what superior performers do to achieve superior results,
- Surfacing of non-obvious effective behaviors that job incumbents and their bosses may be unaware of or unable to articulate,
- Strong evidence for a competency model’s validity – evidence that is especially important if the model will be used for external selection.

An intellectual property license permits organizations to:
- Personalize and customize interviewing content
- Uniquely brand interviewing guides
- Reorganize interviewing guide templates

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COMPETENCY DICTIONARY
C. Competency Development Guide
The Resource Guide for Developing Competencies

280-page 8.5” x 11” spiral bound book

A Competency Development Guide intellectual property license allows organizations to integrate competency language into existing systems and leverage familiar technology to streamline new program initiatives. A license gives an organization the right to create derivatives of any part of the Guide, which includes nine exercises and forms to help people identify specific competencies to target for development and create development plans.

Each of 35 competencies includes:
• A definition and the specific behaviors of a person demonstrating the competency
• Importance of the competency
• General considerations in developing the competency
• Practicing the competency
• Obtaining feedback
• Learning from experts
• Coaching suggestions for managers
• Sample development goals

• Developmental resources
  – Books
  – Self-study courses
  – External courses and workshops

The content of the Competency Development Guide, is made available to your organization in each of these formats, as a:
• PDF that can be given to your employees, or printed and given to your employees.
• Word document that you can modify to fit your needs.

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